

# The CADET

U.S. Army Cadet Command's quarterly magazine

Spring 2011 Vol. II Issue II

## Top scholars

*George C. Marshall winners hear from senior Army leaders | page 10*

## Friendly competition

*Brigade Ranger Challenge champs compete in international skills competition | page 6*

## Set for success

*New program targets at-risk students in middle school with curriculum based on Junior ROTC | page 8*



MAY 2011

Volume 2

Issue 2

Summer edition



George C. Marshall scholars walk across the campus of Washington and Lee University led by a Cadet from the Virginia Military Institute at the annual leadership seminar. Photo by Forrest Berkshire



Army teams hit bull's-eye at national air rifle championship



Social media, leadership discussed at George C. Marshall Seminar



Cadet Command Best NCO named, moving on to next level

## Inside

- 4 **Junior ROTC teams show poise, precision**  
With the region JROTC drill meets in the books, the national competition is set.
- 6 **ROTC teams compete with the best**  
The winning teams of the eight Cadet Command brigade Ranger Challenges squared off in the international Sandhurst competition.
- 8 **Intervening before it's too late**  
A new program, called Project PASS, targets at-risk middle-schoolers with curriculum based on Junior ROTC.
- 9 **Making a difference in children's lives**  
Project PASS has already changed the course of some middle-schoolers at a Kentucky school pilot program.
- 10 **The best and brightest**  
Top graduating Cadets got two days of leadership seminars and rubbing elbows with Army leaders at George C. Marshall Awards.
- 14 **Busy summer ahead**  
This year, Warrior Forge is slated to see its largest numbers in more than two decades.
- 15 **Low numbers for LTC not a negative**  
Lower Leader's Training Course numbers a testament to strong recruiting overall.
- 16 **Options abound in Reserve component**  
The chief of the Army Reserves talks about opportunities in non-active duty roles.
- 17 **Honorary colonels in the high schools**  
The principals at Detroit city schools wear the Army uniform every week to show support for the Junior ROTC program.

# Contents

On the cover: A Cadet from Northern Arizona University crosses a stream to construct a one-rope bridge during the Sandhurst competition. Photo by Forrest Berkshire

## The Cadet

The official magazine of U.S. Army Cadet Command

[www.cadetcommand.army.mil](http://www.cadetcommand.army.mil)

<http://cadetcommand.armylive.dodlive.mil>

Commander: Maj. Gen. Mark McDonald

Command Sergeant Major: Command Sgt. Maj. Hershel Turner

Public Affairs Officer: Lt. Col. Matt Hackathorn

Editor: Steve Arel

Visual information editor: Forrest Berkshire

Staff writers: Jeremy O'Bryan, Esther Dacanay, John Liston

Contact: Fort Knox: (502) 624-5706 & (502) 624-1842

[matthew.hackathorn@usacc.army.mil](mailto:matthew.hackathorn@usacc.army.mil)

The Cadet is an authorized publication for members of the Department of Defense. Contents of The Cadet are not necessarily the official views of, or endorsed by, the U.S. Government, or the Department of the Army.

The editorial content of this publication is the responsibility of the public affairs officer, U.S. Army Cadet Command.

# No slowing down this summer

*Cadets show dedication, motivation through their hard work*



For most college students, summer is a time to take a break, relax and regroup.

Such is not the case with Cadets in the Reserve Officers' Training Corps. It is this dedication that sets them apart from their peers.

For many of our Cadets, their actions this summer will play a decisive role in the direction their lives will take.

Take, for instance, the more than 7,100 Cadets, most of them between their junior and senior years, who will spend 29 days at Joint Base Lewis-McChord at the Leader Development and Assessment Course. How these young men and women perform these four weeks at Operation: Warrior Forge will largely determine their standing on the Order of Merit List, which in turn, plays heavily into their branch assignment.

While the Cadets at Lewis-McChord are being assessed on their leadership abilities, Cadet Command will also have roughly 800 college students attending the Leader's Training Course at Fort Knox. For the most part, these potential ROTC Cadets are between their sophomore and junior years. If they successfully complete the four-week course, they have the option of contracting with ROTC.

We even have more than 3,200 Cadets who could take the summer off, but are so motivated they are looking to improve themselves with options for professional development, whether at Airborne or Air Assault schools, mountain warfare training or the Sapper Leader Course, among others. An additional 475 Cadets are bound for distant continents through our Cultural Understanding and Language Proficiency program.

Yes, being an ROTC Cadet means keeping a busy schedule, during the summer and during the school year. Just look at the pages of this magazine to see how busy they stay year round. We had eight teams compete in early May at the U.S. Military Academy at West Point in the Sandhurst Military Skills Competition. These competitors practiced for months, while keeping a full

class load and meeting their ROTC obligations, to test their skills against some of the best West Point, Canada, Chili and the United Kingdom had to offer.

Congratulations, by the way, to Northern Arizona University, which placed first among the ROTC teams and 15th overall. I traveled to the Sandhurst competition and watched our Cadets put forth their very best efforts, and I have to say, each and every Cadet who I saw at the competition made me proud of this command and represented us well.

In ROTC we strive to find individuals who represent the scholar, athlete, leader model. At Sandhurst, the feats of athleticism were inspiring. However, no less impressive was the scholarship on display at this year's George C. Marshall Awards and Leadership Seminar in Lexington, Va.

The top Cadet from each of our 273 host programs spent two days at the Virginia Military Institute and Washington and Lee University, hearing from senior leaders in the Army such as Army Chief of Staff Gen. Martin Dempsey and Secretary of the Army John McHugh. When not listening to these leaders, the Marshall scholars had the chance to hear from many of the brightest subject matter experts from government and academia on roundtables discussing a host of issues, such as the underlying issues troubling the Middle East and the role social media can play in the leadership styles of junior officers.

I had the chance to meet and speak to several of these young Cadets. Talking to them just reinforced the faith I have in the future of this great Army of ours as these men and women step up and take on the responsibility of protecting our freedoms and way of life.

That responsibility is not a light one, nor is the task easy. But if the dedication displayed by the young men and women who wear the ROTC crest on their left shoulders is any indication, they are up to the task.

Train to lead!

**Maj. Gen. Mark McDonald**  
*Commanding General*  
*U.S. Army Cadet Command*



## Around the command

*News, notes and updates from across Cadet Command*

### Cadet Command celebrates silver anniversary June 3 at Fort Knox ceremony

Cadet Command celebrates its silver anniversary June 3 at Fort Knox, Ky., with a large celebration, dedication and memorial, thus completing the command's recent move from Fort Monroe, Va.

The day's events will include the opening and reception for the new Cadet Command headquarters and the dedication of Cadet Park on historic Brooks Field, directly across from the new headquarters.

The special guest speaker is retired Gen. Gordon Sullivan, the president of the Association of the United States Army and former Army chief of staff. He is a graduate of the Army ROTC program at Norwich University.

June 3 also marks 95 years since the U.S. Congress established the U.S. Army Reserve Officers' Training Corps. As ROTC grew, the Army established Cadet Command on May 2, 1986.

Army ROTC is the largest officer-producing organization for the American military, having commissioned more than half a million second lieutenants since its inception. Currently, the Army maintains programs at 273 colleges and universities across the nation. Cadet Command also oversees Junior Army ROTC programs in high schools throughout our country.

Over the last 25 years, Cadet Command has achieved several milestones. Among them, this past November, U.S. Army Cadet Command

uncased its colors at Fort Knox as part of changes spurred by the Base Realignment and Closure Commission.

The new Cadet Park on Brooks Field will honor all ROTC graduates who died in service to the nation, from World War I to present day.

"As we look forward to the command's future, symbolized by the ribbon-cutting of the new headquarters, we must also pause to honor the past," said Maj. Gen. Mark McDonald, commander of U.S. Army Cadet Command. "Our ceremony would not be complete without remembering those ROTC graduates who died while serving our nation."



Cadets from the University of Houston served as the color guard at the opening ceremony of the Houston Livestock Show and Rodeo in March. Cadets who took part were, from left to right, Lis-seth Jasso, Steony Borremee, David Espinosa and Randolph Webb. Photo by David Clements/Houston Livestock Show and Rodeo

### Hometown News release forms online only

With summer training and commissionings approaching, the Hometown News Release Program is gearing up for another busy summer.

As a reminder to those throughout the command, the program no longer accepts paper write-ups. Submission of forms is now Web-based and is required to be submitted online through <https://hnforms.dmasa.dma.mil/lfsrver/usacadetcmd>.

Cadet Command's Public Affairs Office, the clearinghouse for hometown news forms, is no longer accepting paper submissions. Still, the hometown news program is a key part of the command's efforts to promote success stories.

To continue the use of this vital program, the online link takes users to an automated form that can be used for promoting enrollment, scholarship awards, Leader Development and Assessment Course and Leader's Training Course attendance, George C. Marshall Award selection and commissioning.

Questions about the process should be directed to Mike Johnson at (757) 788-6288 or by e-mail at [charles.johnson@usacc.army.mil](mailto:charles.johnson@usacc.army.mil).

### Slain Akron ROTC alum remembered as 'All American Boy'

Capt. Joshua McClimans was walking to work at the hospital on the Salerno Army base southeast of Kabul in April when he was hit by an incoming missile and killed. The University of Akron graduate had been in Afghanistan for just six weeks.

After graduating from high school in Jamestown, Penn., he attended Kent State University for one year before switching to

Akron's ROTC program. McClimans joined the Army as a captain after graduation and served in Iraq and then worked at Walter Reed Hospital before taking a three-year break from the Army. He was living near Akron and studying to become an anesthetic nurse when he enlisted in the Army Reserves a year and a half ago.

McClimans' grandmother, Esther, is mayor

of Jamestown and remembers him as an "All American Boy."

Captain McClimans would have been 31 next month. He leaves behind a 7-year-old son, Max, and a 13-year-old stepdaughter, Emily, who reside in Akron.

McClimans is the fourth Soldier from Ohio to die in the last three months in Afghanistan.

## Around the command

*News, notes and updates from across Cadet Command*

### ROTC participation strong at annual Bataan Memorial Death March

WHITE SANDS, N.M. – More than two dozen Army ROTC and Junior ROTC teams joined military and civilian participants from all 50 states and the District of Columbia in late March for the 22nd annual Bataan Memorial Death March competition held at White Sands Missile Range.

Participants endured dry heat and chilling wind during the 26-mile march that commemorates World War II Soldiers who were responsible for the defense of the islands of Luzon, Corregidor and the harbor defense forts of the Philippines. A total of 6,357 marchers participated in the commemorative event.

When tens of thousands of American Soldiers and Filipino guerrilla fighters surrendered to Japanese forces April 9, 1942, they were forced to march 70 miles along the Philippine Bataan Peninsula. Thousands were then transported by overly-packed train cars to POW camps where they endured horrific conditions. Some died along the way during the march from disease or were killed for not keeping pace. Many who made it through the march did so with blistering feet and failing health.

There are approximately 15 remaining sur-



**St. John's University ROTC Cadets cross the finish line during the 22nd annual Bataan Memorial Death March at White Sands Missile Range in New Mexico. Photo by Esther Dacanay**

vivors of Bataan and Corregidor, many of whom are in their 90s. A handful of them attended the memorial march.

"It's amazing to see the original survivors of the Bataan Death March," said Rich Lopez, 16, a junior competing in the race in the individual light category with other Cadets from the JROTC Highlander Battalion from Bel Air High School in El Paso, Texas. "Since this is our

second year participating in this marathon, we know what to expect. As we battle keeping up the pace, weak knees and blistering feet, we think about those who died on the original march, and we push ourselves to finish the race in order to honor those who survived."

Among the ROTC representatives were five five-person teams from St. John's University. They competed in the ROTC light, military light, military heavy and civilian light. The ROTC light team from the university was the first Senior ROTC team to make it across the finish line with a time of five hours and one minute.

"As we crossed the finish line with tight legs and weak knees, it was an honor to shake hands with the original survivors of the Bataan Death March," said Cadet Lauren Day, a

senior at St. John's University in her third year of participating in the memorial march. "This is more than just a marathon. You really come out a different person. It's about pushing yourself further than you ever have before and working together as a team. The physical and emotional investment in preparing for this march is so significant, and the experience is new every time."

### Col. Barrye Price, Cadet Command deputy commander, makes general

Cadet Command's deputy commander becomes a general officer next month.

Col. Barrye Price will be promoted to the rank of brigadier general June 17 in a ceremony at Fort Knox, Ky. He joined Cadet Command about a year ago.

Price is a 1985 distinguished military graduate of the University of Houston's College of Business Administration. He earned a master's degree in history in 1994 from Texas A&M University and in 1997 became the first African-American to obtain a doctorate from the Department of History in the 134-year history of Texas A&M University.

He also earned a master's in national security strategy from the National Defense University in 2004.

Prior to joining Cadet Command, Price served as director of J1 for U.S. forces in Iraq.

Among his previous assignments, Price served on the president and first lady's task force on "Raising Responsible and Resourceful

**Col. Barrye Price, right, deputy commanding officer of U. S. Army Cadet Command, and Col. Hubert Bagley Jr., Commander of JROTC, U.S. Army Cadet Command, watch as the scores come in during the 2011 JROTC All-Service National Championship in Anniston, Ala. Price will be promoted to brigadier general June 17. Photo By John Wayne Liston**



Teenagers" in 2000 and from 1999-2000 was part of President Clinton's "Mississippi Delta Task Force" that sought to revitalize the 207-county, seven-state region that comprises the Mississippi River flood plain.

Price is the benefactor of the Elaine Yvonne Cook-Price Memorial Scholarship within the Bauer College of Business at the University of

Houston. He has served as a council member at-large with the Houston Alumni Organization.

Price was selected as one of 20 Americans for the U.S.-Japan Foundation's Young Leaders Fellowship, and he was the 1997 winner of the Arter-Darby Military Writing Award from the Army's Command and General Staff College.



# Precision, poise carry the day at drill competitions



Michael Connors, the commander for Xavier High School's armed exhibition team, wraps up his team's routine. *Photo by Steve Arel*

## Region meets pave path to national competition

By **Steve Arel and John Wayne Liston**  
*U.S. Army Cadet Command*

For Army Junior ROTC programs, the road to the National High School Drill Team Championships goes through the region meets. This year, the road wound through Phoenix and Landover, Md.

The Western Drill Championships crowned new winners, while a familiar champion topped the Eastern competition.

During the Western meet in early March, twin 6-inch long gashes oozed blood after part of a weapon slashed through the skin of Cadet Joshua Bock during a last-second save that kept his rifle off the floor. That save helped the Liberty Guard of Claudia Taylor Johnson High School of San Antonio capture the overall armed division title.

"He dove for that rifle," said Roy Villalobos, Claudia Taylor's Cadet battalion commander. "He gave everything up to catch it."

What made the moment for Bock and his teammates was the fact he had only been training with the team for two weeks after a member with asthma could not compete. After their presentation, Bock's teammates surrounded

him, praising the grab, recognizing his hard work and celebrating their "bond of brotherhood," as Villalobos called it.

"We came here with a goal, and we accomplished it," Villalobos said. "This is like the game before the Super Bowl. We made it, but we still have some work to do" before the national

first weekend in May, after press time. Coverage will be featured in the September issue.

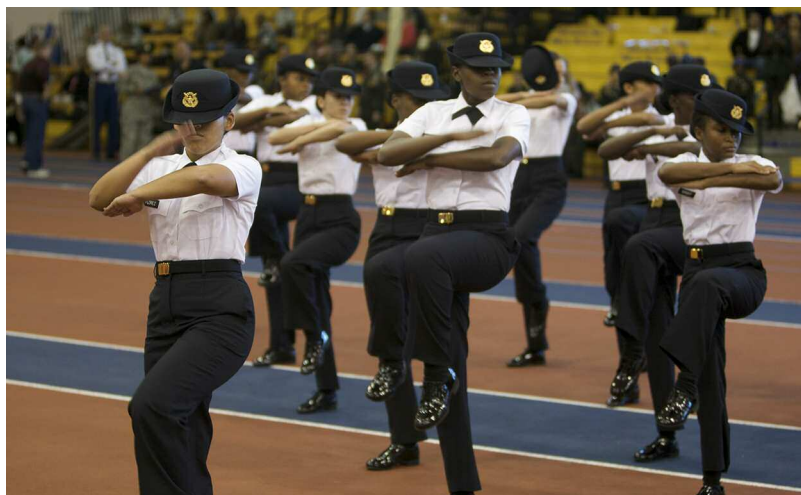
Claudia Taylor was one of the 18 schools from five states that brought their teams to Phoenix. The teams competed in multiple armed and unarmed categories consisting of inspection, exhibition, regulation and color guard.

"Teams come here for validation," said Justin Gates, competition director of Sports Network International, coordinator of the event. "These kids commit thousands of hours of their free time to not only better themselves but also their team and programs. This competition validates that effort."

Another team from San Antonio, Theodore Roosevelt High School, claimed the unarmed overall championship.

In late March, Francis Lewis High School captured both overall titles in the armed and unarmed

divisions of the Eastern meet, regaining its footing atop the championships. The Fresh Mead-



North Miami Beach Senior High School competes in unarmed exhibition. *Photo by Steve Arel*

championship in Daytona Beach, Fla.

That national meet, which pits Army JROTC units against Navy, Air Force and Marine Corps programs from around the country, was held the

**continued on page 19**



Kevin Cruz from Del Valle High School, in El Paso, Texas, focuses before his next shot at the JROTC All-Service National Championship in Anniston, Ala.  
Photo by John Wayne Liston

## Army shooters hit the mark at air-rifle national championships

By John Wayne Liston

*U.S. Army Cadet Command*

ANNISTON, Ala. — Heart, guts and mental focus all come to bear as a shooter steps to the line. Slow, steady breathing is held for a quick moment as the site settles upon the target. A gentle but firm squeeze sends a tiny lead pellet hurtling on its way, tearing through the paper target and striking the impact plate with an echoing metallic crash.

With each shot, competitors struggle to clear their minds of what happened and focus solely on the next shot. Those moments culminate a year of hard work and each can be the difference between victory or defeat.

Army JROTC teams faced competition from the Marine Corps, Navy, and Air Force from more than 23 states and two countries for the 2011 JROTC All-Service Air Rifle National Championship in March in Anniston, Ala. A total of 131 Cadets faced off from 64 schools, with the Army units sending 16 of those schools and 49 of those Cadets.

Army teams swept the top four places in the sporter team category and captured third and fourth in the precision category, being defeated only by two scores of Marine Corps teams.

"There is no defense in this sport. We did great, but just ran into two really hot teams," said Lt. Col. Gary Crafton from Del Valle High School in El Paso, Texas. Del Valle shooters Kevin Cruz and Jasmine Juarez also captured third and fifth in the individual precision category, leading the

way for the Army teams.

The best of the championship weekend featured several Army individual shooters and teams. Mikaelah Atchley, from Daleville High School in Alabama, set an Army record for the overall 3x20 sporter category. Atchley's team took second overall in the sporter category behind national champion Ozark High School.

The Cadets had earned their way to the competition by winning the Army service championships in February, where 132 Army JROTC shooters from around the nation and as far away as Guam and Department of Defense Schools in Germany traveled to Civilian Marksmanship Program ranges in Anniston and Camp Perry, Ohio, to compete for a berth in the national championship.

"We are relieved and happy that all of the hard work we put in this year paid off," said Tessa Howald from Ozark. The team was able to reverse a second place finish to Daleville in the Army-level competition.

All teams put in considerable work to reach the national meet, but some traveled harder roads.

Tragedy struck for the Cadets of the Sarasota Military Academy when two of their fellow Cadets were killed in a traffic fatality less than two weeks before the national championship.

Rifle team captain William Wutzer was hit hard by the death of his friend and decided he could not compete in the championship he had earned with his teammates.

"At first, I said, 'I can't go, I don't want to go.

I need to stay with my friends and family,' " Wutzer said.

After talking with his coach and reflecting on what he was taught in JROTC, Wutzer decided to compete.

"I told him that you will always have trials throughout your life," retired Sgt. 1st Class Riess Pellegrino said. "You have to fight through them and realize that you have team members who are counting on you."

"My friends were in my thoughts constantly but I channeled the energy into shooting," Wutzer said. "I feel 200 percent glad that I came and represented my team and school."

The team did not finish as well as it wanted, but it competed and is determined to return.

"I always tell them that sometimes you are not going to be excellent, but you can always do your best," Pellegrino said.

Col. Barrye Price, deputy commanding officer for U.S. Army Cadet Command, delivered the keynote address at the awards banquet.

"This event demonstrates the promise of our youth and revalidates that they are engaged and committed to our nation," Price said.


More competitions await Cadets as they work to become better and earn the right to compete nationally next year. But not all will be back. First Sgt. Jack Wayne, coach of Patch High School in Germany, is retiring after 26 years.

"We had a goal to qualify for nationals this year, and it meant a lot to me to get here," Wayne said. "I thought this would be a good place to end it."



# Competing against the best

*Eight ROTC teams prove their mettle in international Sandhurst competition*

A high-angle, close-up photograph of a cadet in camouflage uniform crossing a one-rope bridge. The cadet is wearing a watch and has an American flag patch on their sleeve. They are holding onto a rope and carrying a green equipment bag. The background is a rocky, wooded area.

A Cadet from Penn State University crosses a one-rope bridge carrying a piece of equipment during the Sandhurst Military Skills Competition at West Point, N.Y., April 16. Photo by Forrest Berkshire



By Steve Arel

U.S. Army Cadet Command

WEST POINT, N.Y. – History might have been against ROTC.

No Cadet Command team has ever won the famed Sandhurst Military Skills Competition. And Cadets pitting their tactical and physical abilities against some of the world's top squads of prospective officers couldn't rewrite history last month.

It didn't, however, deter their confidence.

"There's nothing saying they're better than us," Stanley Kareta, a senior and captain of Norwich University's team, said of the British Cadets who traditionally dominate the competition. "We've been training all year, and I'm not worried about them. They're just another team. We're all on the same playing field in my eyes."

The annual two-day event in mid-April near the United States Military Academy aimed to test competitors' mettle through a variety of challenges, with teams from each of Cadet Command's eight brigades looking to make their mark.

A total of 50 teams made up this year's field, most of which consisted of academy Cadets. The competition's worldwide flavor, in addition to the Brits, included groups from Spain, C h i l i , Afghanistan, Australia and Taiwan. All teams con-

sisted of nine members, one of which was a female.

Northern Arizona topped all ROTC teams, taking 15th overall. The University of Hawaii was second among Cadet Command entries, coming in 24th overall. A team from the military academy won the overall title, the first non-British or non-Canadian winner since 1994.

The Sandhurst competition began in 1967 with the presentation of a sword by the Royal Military Academy in Sandhurst, England, to West Point to use as the prize in a competition that promotes military excellence. The Sandhurst competition is an intense event that challenges participants to work together and use their ingenuity, leadership and physical drive to overcome obstacles involving land navigation, first aid, combat fitness and decision-making.

The first day of competition last month focused on marksmanship. But the event was unlike a range most Cadets had experienced, where they focus on individual performance and have plenty of time to engage targets.

Just prior to taking the range, teams assembled in a valley away from the site. A scenario was laid out for them there, outlining their mission and what they would encounter: An enemy had interspersed itself among civilians across a large, mostly open area. Targets clad in white represented civilians; those in green were adversaries.

The teams' goal was to protect the friendlies and take out as much of the opposition as possible – and do it in less than 10 minutes.

Cadets were driven up a hill to the range, riding in the back of a cloth-covered truck. They piled out and hurried together along a gravel trail, taking cover behind a 90-foot long barrier of debris t h a t l o o k e d more like a load of material

that had washed up in a flood.

Cadets wiggled themselves around the items. Some used the mound of cinder blocks to rest their hands, which held the stock of their rifle. Some lay prone, aiming their muzzles through openings in the bare tree limbs or slats in the upright wooden pallets. Others sprawled across a canted portion of shingled roofing, peeking over the object for their targets.

Hitting those targets – and the right ones at that – was key. Communication was a must.

"We were expecting to be given more of a curveball," said Clinton May, captain for the University of North Dakota.

On the brief ride to the range, May looked around the truck and saw no signs of nervousness on the faces of his teammates.

"We were calm," he said. "It was kind of surprising."

Saturday served as the meat of the annual two-day competition, requiring teams to engage seven events. Running through them all – amid cold and drizzle – took four to five straight hours.

There were no rest breaks. No lunch breaks.

The challenges facing teams on the seven-mile route snaking through a wooded area south of the U.S. Military Academy weren't so much focused on competitors' brute force as their intellectual strength.

Besides the fact that events were scattered about, otherwise seemingly simple obstacles came with added requirements. For instance, one known as The Wall figured to be a straightforward push to get each of a team's nine members over a 25-foot high slant wall.

What participants didn't anticipate was having to also haul eight 25-pound sandbags without any of the bags touching the wall or the ground. And having to do it all blindfolded.

At the obstacle course, Cadets had to work their way through challenges without touching certain points on the ground and staying to certain sides of the obstacle. At stream-crossing, they not only had to erect a one-rope bridge, but had to figure a way to get almost 200 pounds worth of sandbags and equipment across the stream, as well as their "wounded" team captain who was unable to walk.

Executing the tasks required considerable teamwork and communication.

When an exhausted Mark Delaney crossed the finish. He wasn't drained physically. He was mentally spent.

continued on page 19



# PROJECT Partnership for All Student Success

**By Steve Arel**

*U.S. Army Cadet Command*

RADCLIFFE, Ky. – Junior ROTC, for nearly a century, has taken armies of impressionable high schoolers and pointed them in the right direction.

Boys and girls who lacked focus and drive found discipline and determination on the way to becoming better students and productive citizens.

The regimented program annually translates in results: 96 percent of JROTC Cadets graduate high school, and just as many go on to

college.

National educators, having long recognized the benefits of JROTC, hope the Army program proven to transform young, troubled students into good ones and good students into great ones will have as significant an impact on an even younger group. The U.S. Army launched a landmark program in March to target those in sev-

enth- and eighth-grade, considered the time in a young person's educational development where they start considering the path toward a career or the path toward dropping out.

Known as Project PASS, the program was officially unveiled amid considerable fanfare at North Middle School, one of the first host sites. Against a backdrop of banners featuring students and in front of a crowd of several hundred people, national leaders, including Army Chief of Staff Gen. George Casey and U.S. Secretary of Education Arne Duncan, heralded the initiative as a potential life-changer for students in need of structure and motivation.

The program will go a long way in helping students "achieve whatever their dreams may be," Casey said. "America is a lot of things today, but America is still a country of dreams."

The challenges facing students who are part of Project PASS are not unique, Duncan said. The difference for them is the opportunity they have through the initiative.

"There are no good jobs for dropouts," he said. "If we can provide opportunities before it's too late ... I can promise you they're going to be successful going forward."

Hardin County Schools was one of four districts to launch Project PASS. Other ceremonies have been held at school districts in Christian County, Ky., Miami-Dade, Fla., Gwinnett County, Ga., and Garden City, Kan.

Project PASS – short for Partnership for All Student Success – is an umbrella for high schools that feature Junior ROTC and middle schools with a new program called the Junior Leadership Corps. The JLC actually started in January at two northern Hardin County middle schools, North Middle and James T. Alton, and boasts an enrollment of 165 students.

The JLC, an elective course, functions much like the high school program. Its curriculum is patterned after JROTC, students wear uniforms weekly like their JROTC counterparts and JLC students participate in extra-curricular activities and community projects – like JROTC.

A PASS community coordinator will oversee day-to-day operations of the Junior Leadership Corps and work with various organizations and businesses locally to generate support and establish relationships with the program.

Middle schools that feed into high schools with Junior ROTC programs were chosen for PASS. The intent is to introduce students to a program of leader and character development using mili-



**Then-Army Chief of Staff George Casey talks to students before the PASS kickoff as Arne Duncan, U.S. Secretary of Education, looks on.**

**continued on page 19**



# Project changes children's lives



Middle school Junior Leadership Corps Cadets stand in the bleachers during the PASS kickoff. Photo by Steve Arel

**B**icari Truitt laughs about it now. But the self-proclaimed former class clown realizes his disruptive humor was no joke.

The funny-man persona hurt him educationally and socially. It landed him in trouble with teachers and school administrators, and no one, including his classmates, took him seriously.

He unintentionally had become what he was good at telling: a joke.

Nowadays, in a Junior Leadership Corps classroom at North Middle School, Truitt still occasionally grabs the spotlight. Only now it's as a class leader, reporting daily attendance and pushing fellow students to stay on top of assignments.

Truitt, an eighth-grader, gets his stand-up these days at the whiteboard, providing input for the daily discussion.

"If I wasn't in here, I'd be playing around," he said. "This class gets you thinking about things. It's easy to get in trouble, but hard to get out of."

Truitt, like 164 other seventh- and eighth-grade students, volunteered to be among the first Junior Leadership Corps Cadets – part of a larger initia-

tive called Project PASS – in programs at North and James T. Alton Middle Schools in nearby Vine Grove. The curriculum and structure are built off that used by Junior ROTC.

The students, many of whose parents are retired or active duty military members, have their reasons for joining. Some want structure. Some want leadership training. Some want discipline.

They all want opportunity.

"This is a chance to surround myself with others who have similar goals," said Andrew Rendon, an eighth-grader at James T. Alton.

**continued on page 20**

Story by Steve Arel



# Starting off on a high note

*Top graduating Cadets from every program hear from senior Army leaders at annual George C. Marshall seminar*

Story by Steve Arel

## THE MARSHALL PLAN

LEXINGTON, Va. – Some 5,000 Army ROTC Cadets commission this school year.

Whether they rank No. 1 or No. 5,000 among the talented men and women who pin on gold bars this spring, only a select few – the so-called “best of the best” – earn the sort of career kickoff those attending the annual George C. Marshall Awards received in April.

The leadership seminar held to honor the top Cadets from each of Cadet Command’s 273 programs exposed them to senior leaders and practical discussions over two days and helped build upon the leadership foundation laid over the last four years at their home campuses.

“It’s kind of surreal,” University of Colorado-Colorado Springs Cadet Gale Premier said of his selection as a Marshall award winner.

The recognition puts Cadets like Premier in select company. Over the 34 years the awards have been handed out, barely 5 percent of Cadet Command’s senior students annually earn the distinction.

In all, Marshall alums total nearly 10,000.

Premier, a light infantry Soldier before pursuing a commission, had hoped he could complete his collegiate career among the top 20 percent of his graduating ROTC peers. Having exceeded that goal, he said he plans to use pieces of what he learned during the seminar to help smooth his transition back into working with Soldiers

– something he awaits with much anticipation.

“I wasn’t sure initially what this would be,” Premier said. “To have the opportunity to speak with general officers ... you don’t get that opportunity often.”

The conference held on the campuses of Virginia Military Institute and neighboring Washington and Lee University centers around the leadership principals of the late George C. Marshall, a former general of the Army, secretary of state and architect of the reconstruction of Europe after World War II. Considered the epitome of a citizen Soldier, Marshall is held up as someone for Cadets to emulate.

Several award recipients admitted to a degree of nervousness as they approach commissioning and their arrival to their first unit looms. The seminar and the public confidence exhibited by a number of high-profile speakers, including the secretary and chief of staff of the Army, went a long way toward calming those anxieties.

“None of us really know what the experience will be like on that first day on the job,” said Kerry Hare, of Illinois State University. “Knowing that everyone is kind of at that same level of not knowing what to expect gives you confidence and comfort in that you were selected, you made it through your program, you came to this conference, you’re here for a reason. Just be confident in yourself.

“That’s what most of the leaders we’ve heard have been trying to

The only known bound collection of the Marshall Plan documents sits behind a protective case in the library of the George C. Marshall Foundation. Cadets who attended the seminar got the chance to view several historical documents related to Marshall and World War II. Photo by Forrest Berkshire



give to us. ... 'Be confident in yourselves, and trust yourselves. The men and women who will follow you will trust you as well and have faith in you.' "

A number of general officers spoke to the Marshall winners about the dangers and the obstacles they'll likely face not just early in their careers, but throughout their careers.

They'll encounter more savvy enemies. They'll encounter unconventional battlefields. They'll also encounter, as drawdowns occur in Iraq and Afghanistan, the task of figuring how to maintain a lethal fighting force as resources dwindle.

Nich Fuselier knows that overcoming such hurdles won't be easy. But the Cadet from Texas A&M University-Corpus Christi expressed optimism about the mission his generation of leaders will accomplish.

"I'm looking forward to going and standing up to meet these challenges," Fuselier said. "It should be a fun time, especially being in such a changing Army and a changing environment. My class has a

lot of stuff to get done, and I think we're more than capable of getting it done."

Besides the chance to listen to proven leaders share their experiences and attend roundtables where they could dialogue with Soldiers who have demonstrated their ability to achieve professional and personal success, many Cadets found the opportunity to renew friendships with soon-to-be lieutenants they had met previously at military schools and the Leader Development and Assessment Course as invaluable.

Some spent time catching up. Others spent time trading ideas on how they'll approach life as a commissioned leader.

"This is a chance to get to know other people in the same position you are," said Premer, who anticipates interacting with some fellow Marshall winners throughout his career. "You never know what will come from it."

As they now eye their graduations and commissioning, many Marshall Cadets eagerly anticipate the greater challenge that waits.

"You're going to be charged with 30 or so men and woman underneath you who have experience and have been in this lifestyle for years, and you're going to be expected to take care of them and be accountable for them,"

Hare said. "That's a huge undertaking. I'm going into this at 22 years old. In the outside world, that's fairly young.

"To have that much responsibility for so many other people, it's very intimidating. But even with that you have to go into it with the confidence of knowing there's a reason why you're doing it."



Secretary of the Army John McHugh speaks to George C. Marshall scholars in Lee Chapel on the campus of Washington and Lee University in Lexington, Va., at the George C. Marshall Awards and Leadership Seminar in April. Photo by Forrest Berkshire



# Leadership in the digital age



Maj. Roger Cabiness, who has spent the last nine months working at Google, Inc., in an Army program to partner with industry, leads a roundtable discussion at the George C. Marshall Awards Seminar Monday on social media and how it applies to new lieutenants. Photo by Forrest Berkshire.

## *George C. Marshall scholars learn about incorporating social media into their first commands*

**By Forrest Berkshire**

*Staff writer*

LEXINGTON, Va. — As often happens, Cadet Shane Sinda was named webmaster of his battalion because he was “the computer guy.”

The senior computer networking system major at Michigan Technological University found himself in charge of revamping his battalion’s website, which he described as “in shambles,” and setting up a Facebook page.

But the hours of work he put into the additional duty soon paid off, when he was talking to some freshmen who walked up to him and said the way they found his school’s ROTC unit was through the website.

“It was just an eye-opener that this really works,” Sinda said during a break at last month’s George C. Marshall Awards and Leadership Seminar on the campus of Washington and Lee University.

That experience spurred Sinda to attend a roundtable session titled “Social Media: Relevance to our Army and Responsibility of our Army.” The course was added to the roundtable lineup this year because of its growing promi-

nence in world culture.

The Cadets got to hear from an Army officer who has worked for the last nine months at search giant Google Inc. as part of an Army program that partners active duty officers with industry.

“It’s not going to make you a good leader,” Maj. Roger Cabiness said. “But it will help make you a better leader.”

Cabiness encouraged the Cadets, who will soon commission as second lieutenants, to take the initiative when they get their first platoon and tap in to technology to enhance communication with their Soldiers. He gave the Cadets a brief overview of social media’s short history, discussed some of the current trends of users’ habits and warned them that change is coming even to the platforms that now dominate the industry.

“It’s not just Facebook, it’s not just Twitter,” Cabiness said, referring to the two dominant social media venues today.

Cabiness discussed some uses of social media at the brigade and company levels, and encouraged the future lieutenants to take on such a task if their first duty assignments lack these com-

munications tools. But, he said, they shouldn’t let computers supplant tried and true ways.

“Do not lose that human interaction,” he said.

Cadets took away several lessons from the session that they planned to apply once they returned to campus.

“It really made sense when he said to first determine ‘What are you trying to say and who are you trying to reach?’ ” said Adam Obregon, a Cadet from the University of the Incarnate Word who sat in on the session.

“It made sense, what he said about breaking it down, even to the platoon level,” said Mark Barneras, a Texas A&M University Cadet who also heard Cabiness’ presentation.

Cabiness also told the Cadets they would be the resident experts among the officers in their first assignments, due mostly to the fact they would be the youngest, and it would be their jobs to educate older, senior leaders. He also warned them that some day, they would be the older generation and as younger officers cycled under their command, they should keep an open mind.

“There will always be that generational gap,” Cabiness said.





# Norwich NCO named best in Cadet Command

By Forrest Berkshire

*U.S. Army Cadet Command*

FORT KNOX, Ky. – Sgt. 1st Class Rick Selvester was named the winner of Cadet Command's Best NCO competition in March.

Selvester, an ROTC instructor at Norwich University in Northfield, Vt., was representing U.S. Army Cadet Command 1st Brigade, where he won that brigade's NCO competition. He will go on to represent the command at the Accessions Command NCO competition in June.

Shortly after the announcement, Selvester was already looking forward to his next challenge.

"It's going to be a great thing to compete again," Selvester said.

The competition ran three days and tested several areas. Physical fitness was tested through the Army Physical Fitness Test and by completing the Air Assault obstacle course. Warrior skills were demonstrated through such tasks as land navigation and setting a claymore mine. Mastery of overall knowledge of being a noncommissioned officer were evaluated through a written exam and an NCO board where the competitors faced rapid-fire questions from sergeants major from across the command.

Selvester said he was most impressed with the skills test. The competitors were timed going through the obstacle course at Fort Knox, but between the obstacles were three stations to test their warrior skills.

"It was a sprint, so you knew if you put 100 percent you were going to get gassed," he said of the obstacle course.

But with the addition of the skills tests between obstacles, it added an element of mental fitness.

"I just liked the idea that there were elements beyond the physicality," Selvester said. "It wasn't where the person who was most fit had the advantage."

Selvester is no stranger to physical fitness,

however, having served four combat tours since 2002. He deployed with the 82nd Airborne to Afghanistan from 2002 to 2003, and 1st Battalion (Airborne) 501st Infantry Regiment, twice to Iraq and once to Afghanistan.

Selvester joined ROTC and Norwich in August 2010. He said he knew he didn't want to do recruiting for enlisted Soldiers or become a drill sergeant, and learned about ROTC through his branch manager. Initially, he knew little about the program, but said he has come to appreciate the opportunity after so many deployments.

"ROTC takes you back down to the basic information," Selvester said. "You're teaching a

whom the organization is named.

Shortly before announcing the winner of the Best NCO competition winner and Audie Murphy inductees, the senior NCOs lauded the participants and held them up as examples for their peers and students to emulate.

Seventh Brigade Sgt. Maj. Monty Lash exhorted the NCOs to pass down not only their skills and knowledge to the ROTC Cadets under their tutelage, but to share their service history with the young leaders in training.

"Talk about your experience in combat with your Cadets," Lash said. "We need to share our experiences with our Cadets."

Command Sgt. Maj. Hershel Turner, Cadet Command's top enlisted Soldier, urged them to go one step further and share their experiences with the world around them.

"Just remember, no matter where you go, your Army story is going to mean a lot," he told them. "Tell your Army story."

For his part, Selvester shares his story nearly every day with the Cadets under his tutelage.

Sgt. Maj. Sherwood Gatts, the senior military instructor at Norwich, said Selvester offers a lot, as a person and as a Soldier.

"He brings the real-time experience these officers need," Gatts said. "He's proven himself down range in combat multiple times."

He is also a dedicated family man, Gatts said, which is a good example for the Cadets.

"Not only is he devoted to the team, he's devoted to his family. That's what a Soldier fights for."

Col. Stephen Smith, the professor of military science at Norwich, said part of Selvester's leading by example was demonstrated by competing in the NCO competition.

"He knows how to perform the same tasks he's asking the Cadets to perform," Smith said.

"That's where the rubber meets the road with these Cadets."



At top, a board of senior NCOs from Cadet Command quizzes a competitor in the NCO of the Year competition and Sgt. Audie Murphy Club induction. Above, Sgt. 1st Class Rick Selvester navigates The Weaver obstacle during the NCO of the Year competition at Fort Knox, Ky. Photos by Forrest Berkshire

bunch of hard-headed college students about leadership. That's good. It gets you back in that state of mind."

Selvester, along with four other sergeants first class from across the command, was also inducted into the prestigious Audie Murphy Club. To gain membership, the NCOs appeared before a board of command sergeants major to answer questions related to the NCO corps and Sgt. Audie Murphy, the famous World War II Soldier and Hollywood actor for





Cadets learn teamwork and test their confidence with several water-based challenges during Operation Warrior Forge 2010, also known as the Leader Development and Assessment Course, the Army's largest annual training exercise. Around 6,000 Cadets go to Joint Base Lewis-McChord in Washington state every summer to complete the training they must have before commissioning in the U.S. Army. *Photo by Jesse Beals*

## Warrior Forge this year largest in two decades

By **Jeremy O'Bryan**  
*U.S. Army Cadet Command*

JOINT BASE LEWIS-MCCHORD, Wash. — Every summer for decades, the training ranges here swarm with Army Cadets being assessed for their ability to lead Army Soldiers. Cadet Command's Leader Development and Assessment Course, also known as Operation Warrior Forge, is a prerequisite for commissioning, and the single point of common training and assessment for every Cadet who hopes to become an officer.

The ranges will be abuzz this year more so than most others with more than 7,100 Cadets attending Warrior Forge, the largest number since 1991 when a single national advanced camp was held at then-Fort Lewis. The numbers of Cadets at Warrior Forge, held from June to August, has increased steadily over the past several years as the command's officer production mission has increased to meet the Army's needs.

"We know that the leaders we develop here could be leading Soldiers in combat within 12 months of being commissioned," said Col. Charles Evans, commander of the course and of Cadet Command's 8th Brigade, headquartered at the West Coast post.

Evans is responsible for the year-long planning and execution cycle of LDAC.

"We take our responsibility for the development of future officers very seriously," he said, "and we understand how it contributes to the Army's mission. The course sets leadership standards for the future Army officer corps. This is an important function for the sustainment of the



**Three-hundred forty Cadets were commissioned into the Army at graduation ceremonies that in all featured more than 6,000 Cadets completing Operation Warrior Forge 2010. Roughly 7,100 Cadets are expected to attend this year's Leadership Development and Assessment Course.**

*Photo by Al Zdarsky*

institutional Army that reinforces the reason this is an Army-level mission."

Packed with Army doctrine-based training and assessments, LDAC is principally focused on the development of young leaders and ensuring those about to become Army lieutenants are

qualified to do so. The event is a decisive element of the future Army leader's career.

Lt. Col. Brian Rogers sees that each cadre and staff member undergoes a validation process, so the entire supporting cast has an appreciation for what Cadets experience. Rogers, formerly a professor of military science at the University of Washington in Seattle, is the chief of training and runs the planning cell for the mission.

More than 3,500 cadre and staff members make LDAC happen across the hyperactive 90,000-acre military base. The cohort of support team members is comprised of leaders from all Army components: active duty, Reserve, National Guard, civil service employees and civilian contractors.

In addition, dozens of agencies at Joint Base Lewis-McChord provide crucial resources to support the training.

"LDAC provides our Army the opportunity to assess and evaluate leadership performance and potential," Rogers said. "The leader development process we use involves goal-oriented training in both technical and leadership skills, along with assessments and constructive feedback."

"Lessons learned during each assessment are used to redefine goals and structure future training for each Cadet. Cadre within Cadet Command are trained in this process, maximizing their ability to coach and mentor Cadets to continuous achievement resulting in a professional, technically competent apprentice Army officer possessing the self-confidence necessary to adapt on the modern battlefield."



# Leader's Training Course instills more than Soldiers skills

*Lessons learned at Fort Knox can last a lifetime*

A Cadet carries a buddy simulating a casualty during squad tactics training at the 2010 Leader's Training Course. LTC file photo

## *U.S. Army Cadet Command*

Two years ago, the Leader's Training Course trained more Cadets in one year than it had in any during the previous decade. This summer, cadre will train the fewest.

Roughly 800 – less than half the 1,800 who attended in 2009 – will begin their path toward Army officership with the four-week training.

But that's not necessarily negative. The smaller structure reflects Cadet Command's success in recruiting, with the command projected to make its mission of 5,350 commissionees each of the next couple of years. Cadets are deciding to be part of the program for a number of reasons, from a propensity to serve their country to educational benefits to career opportunities.

Regardless of the number seeking to acquire the skills that will position them to serve as Soldiers, the lessons learned will be life-changing.

"Students take away from this skills they can apply not only in a military career but also in the civilian world – time management, organization and self-discipline," said Col. Eric Winkie, the LTC commander. "These are traits they can apply in all walks of life, as a student and as a person. They take away more than just military training."

This summer marks LTC's 46th anniversary. The first wave of college students looking to become U.S. Army officers arrives in early June. The

course will consist of four groups of roughly 175 Cadets each cycling through beginning June 12, with the last group graduating July 28.

The students represent schools from across the country, coming from as far away as Puerto Rico and Guam.

Like the Army and the country it serves, much has changed about LTC since the first 900 Cadets showed up in 1965 for what was then called Basic Camp. Over the years, upward of 3,000 Cadets have cycled through Fort Knox in a summer.

LTC, as it's known today, was born from the ROTC Vitalization Act of 1964. The legislation aimed to beef up officer candidate rolls and attract higher-quality prospects by offering incentives to join the program.

Perhaps most notable were scholarships and larger subsistence allowances to Cadets in the ROTC advanced course. But the package also introduced an abbreviated curriculum option for students who did not enroll in ROTC as freshmen but later developed an interest in the program, opening a new market that included junior and community college students.

Congress' backing authorized 5,500 two- and four-year scholarships, hiked the Cadet monthly subsistence allowance from roughly \$27 to \$50 and established a two-year ROTC program. The shortened program paved the way for LTC, creating a six-week basic camp for students who did

not complete the basic ROTC course on campus to attend before his or her final two years on campus and, upon completion, enter the advanced course.

That first class encountered training similar to that of traditional basic training, although Cadets had a portion of their instruction devoted to leadership. But the course centered on basic Soldier skills, such as rifle marksmanship, map and compass reading and physical training.

As times changed and the Army's staffing needs diminished, so too did the number of students. And over the years, the course itself has undergone many significant changes and been retooled to produce stronger officer candidates.

The basic course became Camp Challenge in the early 1980s. That moniker endured for two decades until it changed again in 2002 to the Leader's Training Course.

The name, officials say, is a truer reflection of the summer offering. The focus of the course, now 29 days long, has changed from basic Soldier skills to leadership where Cadets spend more time heading up squads and platoons and overseeing tactical activities.

The course is built in a progression, with the focus starting with Soldierization skills like drill and ceremony and military customs and pro-

**continued on page 18**



# Diversity of opportunity makes Army Reserve prime career choice for young officers

By Jeremy O'Bryan

U.S. Army Cadet Command

JOINT BASE LEWIS-McCHORD, Wash. – When nearly 6,500 men and women become Army officers this year, about half will begin serving as officers in the Reserve component.

That's a prime career choice for new officers who want to serve as Army lieutenants but who want a part-time Army career option, said Lt. Gen. Jack Stultz, Chief, Army Reserve.

And as an Army that has been asked to reduce the number of active component Soldiers by about 27,000 by 2015, Stultz said the Army Reserve ranks might thicken with the resizing.

"We'll be looking at what capabilities we have to maintain within the total Army," said Stultz, who will be the highest-ranking officer to speak this summer at a graduation of the Leader Training Development and Assessment Course. "What we can't maintain in the active component we'll have to move to the Army Reserve."

That's good news for the Army Reserve. While typically characterized by part-time service, Stultz said that characterization is a narrow facet of what it means to serve in the Army Reserve. Stultz, a retired Proctor & Gamble operations executive, wants to ensure future officers understand the opportunities available to them in the Reserve.

"The Army Reserve provides more than half the Army's capability in civil affairs, psychological operations, engineering, military police, medical and other career fields," he said. "There is a lot of career opportunity in those types of branches, much more than you would find in the active Army. We also have opportunities in aviation and infantry, and as an operational Reserve, we are providing support in theater and during security cooperation missions around the world."

The Army also benefits when Reserve Soldiers bring experience from their civilian careers into their military context.

For 1st Lt. Meridith Fonseca, a product development manager in her civilian career, deployment with her Psychological Operations/MISO unit was an opportunity to broaden her views,

as well as her life experience.

"I just realized how much I had taken for granted all the liberties I had as an American, and I think that was really humbling and eye-opening," she said. "I came back to the United States with a new set of lenses, and I feel really grateful for that experience."

The Army Reserve has afforded me to be part of a bigger network – to travel, to go to college, to serve in a combat zone."

The Army also benefits when Reserve Soldiers bring experience from their civilian careers into their military context.

"It's an added value on the battlefield when you're trying to build an infrastructure in Afghanistan and a guy walks in and says, 'In my civilian job, I'm a civil engineer, and I can tell you the latest and greatest that we're doing in the civilian world,'" Stultz said.

That kind of partnership provides specific talent you can obtain no other way, Stultz said. The ability to work in a civilian job, raise a family, build a legacy – and still serve in the Army – is the hallmark of Reserve component service.

Capt. Shawn Tulp, a medical service officer and forward surgical element commander for the 349th Combat Support Hospital, said the training he received part time through the Army Reserve has added a new dimension to his civilian career as a critical care flight nurse.

"The Army Reserve has helped my career in several ways," he said. "First, the additional training I've had for trauma has also made me a better civilian nurse when it comes to taking care of patients in a critical care setting. The Army Reserve is often at the cutting edge of the new development on medicine that we learn out of war – we bring that back with us to our own hospitals, share what we've learned and actually improve the care of patients in our communities."

Army Reserve officers can enhance both their military and civilian careers with the assistance

of the Employer Partnership program, which provides access to hundreds of U.S. companies who have partnered to provide job opportunities to Army Reserve Soldiers and their families.

One Soldier who benefitted from the Employer Partnership's self-service career portal is

1st Lt. Joseph Robinson who recently found a high-level job with a six-figure income. He had decided to look for a new civilian job that would allow him to be closer to his family.

He thought he'd give the Employer Partnership's new career portal a shot, so he registered on the EmployerPartnership.org website and began searching for positions. He found and applied for a position as a Global Business Continuity Planner with Navistar Inc.

"My assignments while on active duty orders provided hands-on experience directly related to the position," Robinson said. "They also liked the operational experience provided by my military career."

Stultz said the Reserve has been successful in getting officers and NCOs on the same promotion timelines as their counterparts who are on active duty. Training and professional development available to Reserve Soldiers keep them competitive with active duty officers.

"You can't make the case any more that the Reserve Soldier isn't getting the training and experience as the active-duty Soldiers," Stultz said. "Going from lieutenant to captain now takes the same amount of time" in the Reserve as it does for active duty officers.

Whether continuing their education after their degree, or taking the next step into the civilian corporate and industry job market, Army Reserve officers control their future.

"It's about choice," Stultz said. "ROTC cadets have the have the option to pursue a commission in the Army Reserve, no matter what their contract status or scholarship type. The transferable skills gained from Army ROTC, and ultimately as an officer in the Army Reserve, set leaders apart from their peers as key decision makers with the ability to succeed in any competitive environment, whether as an officer in the Army Reserve or as a leader in today's emerging global economy."



Lt. Gen. Jack Stultz  
Chief Army Reserve





Camille Wilbourn, principal of Denby High School, prepares for a meeting in her office. Each Wednesday, Wilbourn wears the Army Class A uniform in support of the Army JROTC program on her campus. In her second year as principal at Denby, Wilbourn mandated that all incoming freshmen be enrolled in the Army JROTC LET 1 course.

## Motor City principals don uniforms in support of JROTC

*I*t's Wednesday in the Detroit Public Schools. When the bell rings, a wave of students rush to get to their next class, and the sound of slamming locker doors echo through the hallways.

*Principals in the inner-city district patrol their campuses, making their presence known among the students. In some schools, the principals stand out even more as they wear the Army Class A uniform to work – and they wear it with a great sense of pride.*

They do it to support the Army JROTC unit on their campuses because, they say, it helps foster a spirit of honor, duty and respect among students. This display is rare among the nation's public school systems with Army JROTC programs, Cadet Command officials say.

Detroit is a city where crime rates exceed high school graduation rates, with nearly three quarters of students dropping out of school altogether. The city is fiscally strapped as well. In fiscal 2010, the district entered the school year at a \$200 million budget deficit, and the number continues to rise despite the best efforts of district staff members. The school faculty and staff turnover rate is high, even among the administration.

But there is hope for Detroit's inner-city schools, especially where the leadership has a vision and plan to help draw out the best, most uplifting qualities in its student population. That's where JROTC comes into play.

"Last year, my first year as principal at Denby High

School, I took immediate notice of the Army JROTC program," said K. Camille Wilbourn, the school principal. "I was extremely impressed with the way the Cadets carry themselves with a sense of pride and ownership, which seems to be lacking among the general student population here."

As a school administrator in what's known as one of the toughest high schools in the district, Wilbourn's support for JROTC on her campus is unwavering. Wilbourn, who stands 4-foot-11 and sometimes carries an aluminum bat while patrolling the halls of Denby High, proudly dons her uniform – the same worn by Cadets – every Wednesday.

In fact, Wilbourn's support of the JROTC program on her campus is so strong that this year she mandated that all incoming freshmen must take first-year JROTC classes. At 334 Cadets of 1,400 students at Denby High, the school's JROTC Untouchable Battalion has the largest population of Cadets in the dis-

**continued on page 18**



continued from page 17

trict. The results still have yet to reveal themselves. Wilbourn said, "There's no denying that JROTC has really fostered a sense of efficacy among our incoming freshmen because there is now a different sense of ownership and pride among them."

Detroit is unique in that all the district's schools have a JROTC unit. Most of the principals in those schools requested a uniform, and have been made honorary colonels, said Rufus Saxon, a retired Army lieutenant colonel who served as the district Army instructor for Detroit schools from 1985-95.

"We never made it a requirement for them to wear a uniform," he said. "They just wanted to wear it, and word got around. We even have some schools where guidance counselors have a uniform. In one case, our school superintendent at the time wanted to wear a uniform, so we made him an honorary brigadier general."

Anthony Houston, principal of Mumford High School, wore his Army Class A uniform on his first day at work when he took over as principal more than a year ago. Retired Maj. Michael Knott, senior Army instructor for Mumford's JROTC unit that has 123 Cadets, was taken aback by the move.

"I didn't recognize who he was at first," Knott said. "But after realizing that he was our new school principal, I was blown away at the fact that he was wearing one of our uniforms on his very first day on the job."

Like Denby, Mumford needs vast improvements. Before Houston took over, Mumford had a lot of academic and gang-related issues. The school had five different principals in seven months. The school was even featured on "Dateline NBC" because its science lab did not have running water – one of the many challenges of

Detroit's inner-city schools.

"Principal Houston hit the ground running here and just laid down the law," Knott said. "Two years ago, we had a student population of about 2,200, but he paired that number down by streamlining about 400 students into other schools. He used the one-strike-you're-out rule and applied it to school fights, among other problems. Now, with just over 1,400 students, the campus is much more manageable."

Houston, an experienced principal, is a veteran of the district with a career spanning 28 years, starting as a substitute teacher and eventually making his way up the career ladder as a contracted teacher, department head, assistant principal and principal at a handful of schools in the district. Prior to joining Mumford High, Houston was principal at Central High School, where he was first issued an Army Class A uniform.

"At Central, I noticed a lot of JROTC Cadets there received Army ROTC college scholarships," said Houston, whose father is a Vietnam vet. "I wanted to see that same JROTC spirit come alive for the students here at Mumford because it helps instill discipline, and the Cadet values help change the culture of the school."

Wearing the uniform markets JROTC and helps the Cadets feel like they're part of what they represent. That has led other students to inquire about opportunities. Some of them have joined as a result.

Cadets at Mumford High School say they are excited about having a principal willing to make a silent statement in support of JROTC to the rest of the student body, school administration and staff. However, it took a while for non-Cadets to see their principal wearing the "pickle suit," said Darryl Banks, a Mumford junior.

"I have a lot of friends in JROTC who wear the uniform, but lots of kids think it's strange for our principal to wear it," Banks said. "Our old princi-

pal never wore the uniform. I guess it's OK, but even after a year, it's still a surprise to see Mr. Houston wear it, but it's pretty cool."

The main role for JROTC in Detroit is to get students interested in staying in school, said retired Lt. Col. James E. Lee, the current Detroit district Army instructor.

"Kids have to be motivated to stay in an academic class," he said. "JROTC does that for them. It helps change their attitude, their conduct and gives them another outlet outside of the academic curriculum."

Gail Russell-Jones, principal of Renaissance High School, which was ranked by U.S. News and World Report as one of America's best high schools, started as a teacher there in 1979. Although Russell-Jones awaits a new uniform to be issued to her, she has worn the Army Class A uniform for the past two years on a number of occasions, such as annual Cadet inspections and on Veterans Day.

Most students at Renaissance High School who have witnessed their principal wearing the uniform think it's "pretty cool," said Gregory Harrison, a Renaissance junior.

"When she does wear the uniform to school, it shows her pride in what the program is doing for the Cadets," Harrison said.

Russell-Jones has seen the growth of JROTC on campus throughout the years, and has helped sustain its growth by introducing JROTC to parents during the school's annual open house.

"When I do wear the uniform, I believe I'm representing the values and ethics that underlie JROTC," Russell-Jones said. "Wearing it has helped me identify with our Cadets and them with me, and it helps make what they do, and the services they perform in drill and ceremonies on campus more meaningful to other students. And it helps me to appreciate all of the sacrifices made by the men and women who serve our country."

continued from page 15

gressing through individual skills to collective skills while placing Cadets in leadership positions throughout.

More ROTC cadre were also added, from professors of military science brought in from campuses all across the country to newly-minted second lieutenants, who act as squad tactical officers and mentors to Cadets. Cadets also receive frequent, individual feedback on their progress as leaders.

While the course has evolved over the years, it is by no means at the end of its progression. Every year the course is tweaked.

Organizing the Leader's Training Course is a year-round mission. Scheduling training sites begins 18 months in advance, and choosing specific

types of training begins in earnest the day after a course ends.

Although LTC is designed to replicate the train-

ing a student would have received on campus their freshman and sophomore years, it goes far beyond the traditional program.



Newly-arrived LTC Cadets are reflected in a drill instructor's sunglasses during Cadet in-processing last summer. LTC file photo



## continued from page 4

ows, N.Y., school had swept the armed and unarmed crowns for four straight years until that run was interrupted in 2010, when the unarmed team – known as Patriot Pride – finished second.

“That pushed us so much to work harder,” Alisa Ho, one of the Patriot Pride’s commanders, said after the competition held at the Prince George’s Sports & Learning Complex. “We’re happy to get the title back.”

Despite being the largest Army JROTC program in the country, Francis Lewis faces constant hurdles. Its school is one of the most overcrowded in New York, forcing Cadets to practice in a low-ceiling cafeteria and away from the winter chill and requiring students to rarely practice together during the week because of split school schedules.

Then, after the teams each won national championships last spring, many key performers graduated.

Patriot Pride barely regained its crown, edging last year’s winner, North Miami Beach Senior High School, by just four points. Teams can earn up to 1,000 points in each of four cat-

egories – color guard, regulation, inspection and exhibition. Francis Lewis received 3,911 to North Miami’s 3,907.

On the armed side, Francis Lewis’s Patriot



**James Madison High School JROTC Cadets from San Antonio perform during the Western Regional Drill Competition in Phoenix. The team took second overall in the armed and unarmed divisions.**

*Photo by John Wayne Liston*

Guard extended its region record winning streak with a sixth consecutive overall championship. It had a handier victory, beating out Union High

School 3,742 to 3,674.

Cadet leaders with both Francis Lewis teams admitted they still had weaknesses. But they were encouraged with the progress of their newcomers and younger participants, especially with only a handful of seniors leading the way.

“This year has been the hardest,” said Jeanne Chin, another Patriot Guard commander. “In previous years we never worry. This year, we’re definitely worried. But I’ve never been so proud.”

Roughly 1,000 Cadets from 32 schools in 12 states took part in the annual region competition. The meet features a diverse mix of Cadets, from programs of varying sizes and of different skill levels.

Corey Hagans picked up a number of pointers watching other teams that he hopes his Blythewood High School teammates will incorporate into its routines. The senior described the region meet, win or lose, as a tune-up for the national competition.

“Nothing compares to nationals,” Hagans said. “There are some great schools we’re competing against here. You want to make sure that you get better.”

## continued from page 8

tary-style techniques as early as seventh grade and allow them to continue throughout high school, if they choose.

PASS is a three-year pilot being funded by the National Association of State Boards of Education.

Brenda Welburn, the association’s executive director, helped spearhead the program. PASS is designed in part off her belief in the holistic teaching of children – academically, socially and morally.

And it’s a potential deterrent to quitting school

altogether, a rampant problem with far-reaching effects. In fact, one student in America drops out of school every 22 seconds, she said.

“All students should realize their amazing potential,” Welburn said. “As my friend (Accessions Command commander Lt.) Gen. (Benjamin) Freakley says, ‘We’ve got to get after it.’ And Project PASS aims to do that.”

Before the Hardin County ceremony, Casey and Duncan took time to visit with some of the JLC students inside a North Middle classroom. They said they wanted to observe the class and get some feedback on the course from the people PASS intends to reach.

Students told the two they have garnered more self-esteem and confidence, and that their grades had improved because of an increased focus on their studies.

As the nation’s education secretary, Duncan visits numerous schools throughout the year. He sees some where the outlook is bleak and there are few signs of hope – in the school and in the surrounding community.

But Duncan was encouraged by what he saw at North Middle.

“Because of you,” he told those in attendance, “I’m very hopeful of where this country is going.”

## continued from page 7

“It’s tougher than Ranger Challenge because it doesn’t focus on the physical,” said Delaney, captain of the University of Maryland team. “It’s hard to prepare for what you don’t know is coming your way.”

Until their teams had earned invites, many ROTC Cadets were unfamiliar with Sandhurst and its legacy. But they quickly learned about the British and Canadian teams that have dominated the famed competition since they began entering the event almost 20 years ago.

Programs like Maryland knew the chance of winning the overall title would be formidable. So Cadets set what they considered real-

istic goals – top all ROTC teams and finish in the top 10.

“This is an awesome opportunity to put Maryland’s name out there, and set us up for success to come back year after year,” Delaney said. “We did well and had fun. We got a lot accomplished. I chalk that up as success.”

With a team that will return all but two seniors next year, exposure to Sandhurst will go a long way to making the University of Northern Arizona more competitive next year, said Ingerson, one of the seniors.

“Not only will it build those basic skills we hadn’t built, it’ll definitely help us be ahead of the curve,” she said.

## How they fared

**A look at the overall finish of ROTC teams at the 2011 Sandhurst Military Skills Competition. A total of 50 teams from around the world competed:**

15. Northern Arizona University
24. University of Hawaii
27. University of North Dakota
32. University of Maryland
39. Michigan State University
41. Penn State University
44. Norwich University
48. Florida State University



continued from page 9

Even early on in JLC's inaugural semester, instructors said they were seeing marked differences in students – in their grades and in their demeanor.

In fact, several teachers approached Neal Gibbs, the JLC teacher at North, and Randy Pitcher, of James T. Alton, touting the turnaround with some children and applauding the instructors' efforts.

Gibbs and Pitcher, both retired Soldiers, said it's just the beginning.

They admit they face considerable challenges. Much of it stems from the hurdles of starting a program from scratch, such as lining up uniforms, learning the curriculum, prepping lesson plans and setting up their classrooms. But they've also worked to dispel misconceptions that the JLC is a military recruiting tool and to sell prospective students on the value of being part of an atypical class.

Perhaps their greatest hurdle is trying to shape a diverse mix of students. Among them are students who stand out academically, athletically and socially and are looking for tutelage to hone their skills even more. There are average students who need reinforcement. Then there are students with disruptive pasts who are considered the JLC primary targets.

The combination demands flexibility from Gibbs and Pitcher to be part-teachers, part-counselors but constant motivators.

"If I can help one kid, I think I did my job," Gibbs said. "I'm trying to help as many as I can. It's tough, because it's easy for kids to get off the right road."

JLC is unlike other classes. There is no textbook – at least, not yet. For now, lessons are conducted through handouts, PowerPoint slides, interactive remote control modules and discussions.

And that's just how the instructors like it. Though they have a structured curriculum, the absence of a textbook is one less potential turnoff to a student. They use what's available to engage their pupils, enlisting ingenuity and savvy to make lessons relevant to the students.

The classes involve considerable dialogue and little lecturing.

In teaching about leadership recently, Gibbs highlighted the value of recognizing and capitalizing on diversity. He held up different ob-

jects and asked students to point out similarities and differences between the two. Even when those traits were not so obvious, Gibbs encouraged the class to think and go beyond the superficial.

"The material is easier to pitch in that fashion," Pitcher said.

Thus far, instruction has focused on several topics, including leadership, note-taking and

weeks, her report card improved from one filled with C's and D's to A's and B's and recognition on the honor roll.

"It used to be hard to talk to her; she would draw in," Hutchingson said. "Now you can't get her to shut up. It's all about the JLC."

Without the JLC program, Hutchingson figures her daughter might have faced one of two realities: drugs or suicide.

"It's changed her life," Hutchingson said. "I don't see that little girl anymore. This program has turned her around and given her something to look forward to."

Katie Mineo looks forward to somebody running her own shop selling Japanese animation known as anime. What the James T. Alton eighth-grader doesn't know is how to go about organizing the effort to start a business and lead her dream to fruition.

That's why she signed up and plans to continue on in the Junior ROTC pro-

gram at North Hardin High School.

"I felt this would be a good start," Mineo said. "I think a lot of people who say it's a lame class would enjoy it if they actually paid attention."

Part of the vision of the Junior Leadership Corps is to keep students involved inside and outside the classroom. North and James T. Alton have created drill teams and are taking part in various community projects.

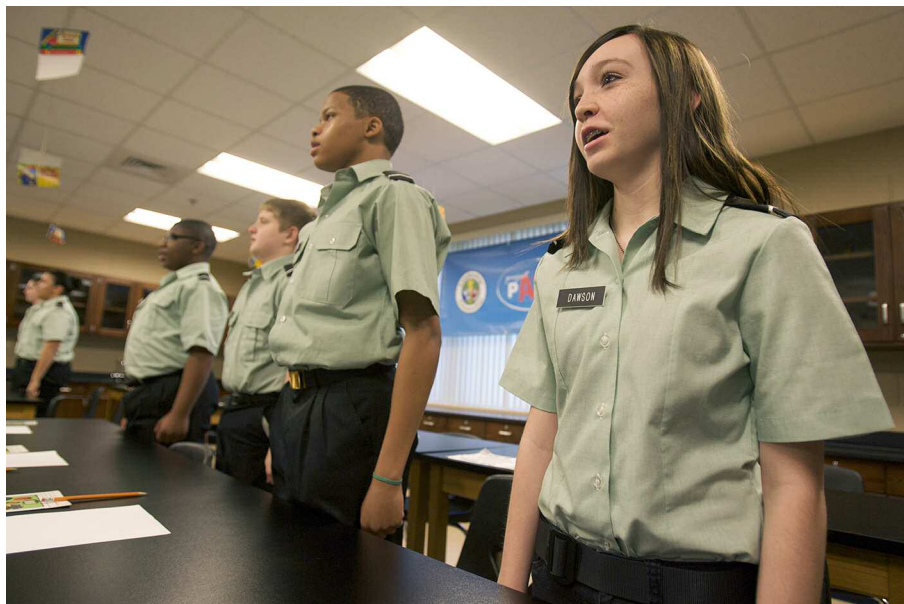
Gibbs and Pitcher, with their backgrounds and proven leadership skills, see themselves as natural fits for their positions. They love being in the classroom. They love teaching.

Most of all, they love kids.

Their intent is to position their students to set lifelong goals and to work diligently to achieve them. To the instructors, whether a student chooses to one day serve in the military as they did or to pursue a career in another field is irrelevant.

They simply want a bright future for America's future.

"Life is about consequences," Pitcher said. "It's not about games and horse-play. If you can't apply what we're teaching now, you're going to struggle in whatever you do. This is a foundation time now to learn these things so you can be successful later in life."



**Brianna Dawson, a seventh-grader with the Junior Leadership Corps program at James T. Alton Middle School in Vine Grove, Ky., recites the JLC Creed with classmates for the national launch ceremony of Project PASS in March. Photo by Steve Arel**

goal-setting. Teachings also are peppered with the instructors' experiences and life lessons.

The JLC isn't only about enhancing book smarts. The program aims to push students to focus more on their futures. It's at this stage of their lives, PASS organizers say, that students veer a certain direction. Some take the path toward high school success, pursuit of a college degree and a career. Others, who are no fans of school, are beginning to consider dropping out.

Or worse.

As recently as December, Amanda Hutchingson found it a chore getting her daughter to attend school regularly. She would complain of being ill, or devise some reason why she couldn't be in class.

Hutchingson said her daughter, a seventh-grader at North Middle, lacked direction. She was depressed, and Hutchingson, fearing what her daughter's mental state might lead to, enrolled her in counseling.

So when word spread of the JLC program starting in January, counselors recommended that Hutchingson's daughter enroll. Almost from the outset, her daughter responded positively.

She connected with her classmates, joined the drill team and wants to learn. In her first nine



# Cadet Spotlight

A quarterly look at some of ROTC's future leaders who are already making an impact on their campuses.

As he wrapped up his career as an ROTC Cadet, Harvard's Christopher Higgins prepared to embark on another mission before joining the ranks of Army service. Last month he earned a prestigious Gates Cambridge Scholarship and will perform graduate studies at Cambridge University in the United Kingdom. The full-cost award is funded by the Bill and Melinda Gates Foundation.

While excelling at one of the country's toughest and most prestigious academic universities, Higgins has shined as an Army ROTC Cadet and in the Boston community. When not studying or training, the Harvard senior, who is part of the program at the Massachusetts Institute of Technology, spends time helping others as a tutor to inner-city students and providing care and necessities to Ugandan orphans. His work in the African nation led him to found a non-governmental organization focused on continuing to help orphans in that country.

## **Hometown**

East Setauket, N.Y.

## **Major**

Social studies, with an emphasis on the political economies of China and Africa

## **Grade Point Average**

3.93

## **ROTC Activities**

Serves at the MIT program's battalion commander. He previously was the battalion's Cadet command sergeant major. Higgins also has attended Airborne School and is part of MIT's Ranger Challenge Team.

## **Other Activities**

Higgins is an Eagle Scout. He also tutors students on Boston's inner-city schools and serves as president of an organization focused on aiding Ugandan orphans.

## **Branch**

Infantry

## **What motivates you to become an Army officer?**

"9/11 made me want to join. I knew at that point this is what I wanted to do."

## **What impact has ROTC had on you?**

"It's been a phenomenal experience. Being surrounded by civilians (on the Harvard campus) and learning from such diverse perspectives is valuable in the development of an officer. ROTC has taught me that you have to make decisions quick and under pressure. You have to know how to lead, but you also have to know how to follow."

*Photo by Steve Arel*





# LAST LOOK



Norwich Cadets move sandbags across an incline wall blindfolded during one portion of the 2011 Sandhurst competition. Photo by Forrest Berkshire